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recognizing a team's
unique potential to
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understanding its

many
benefits--development
of individual members,
team
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stronger companywide
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are the key to
improving performance
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leaders consistently overlook opportunities to exploit their potential, confusing teams with teamwork, empowerment, or participative management.

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organization built
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Teams must have the right blend of complementary skills, including technical or functional expertise, problem-solving and decision making skills, and interpersonal skills.

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In the project and programme environment, that means it doesn't matter whether the context is simple or complex, highly agile or more predictive, the same principles still apply. Katzenbach, J. R. and Smith, D.K. (1993), *The Wisdom of Teams: Creating the High-performance Organisation*, Harvard Business School, Boston.

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Creating The WORKING AGREEMENTS ASAP (TEAM NORMS)

Guidelines developed by the team as to how they must work together to create a positive, productive process Working agreements describe positive behaviours that often are not automatically demonstrated in team process Working agreements should be: limited in number

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important to the team
fully supported by each
member reminded to
members when they
are broken Working
agreements should be
posted on a board for
easy reference ...

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Creating The **high-performance ...**

Teams that make or do things These teams include people at or near the front lines who are responsible for doing the basic research, development, operations, marketing, sales, service, and other value-adding activities of the business. With some exceptions like new product development or process design

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teams, such teams
tend to have no set
completion dates.